Tina Flaskas

From: Scott Gartrell
Sent: Tuesday, 12 September 2023 12:40 PM
To: Anne Purcell
Subject: FW: Final Draft ToR's
Attachments: Sydney Metro development since 2012.docx

OFFICIAL

9

Kind regards

Scott Gartrell
Chief of Staff

Office of the Hon Jo Haylen MP
Minister for Transport

[redacted] **E** scott.gartrell@minister.nsw.gov.au

nsw.gov.au

52 Martin Place
Sydney NSW 2000

NSW GOVERNMENT

I acknowledge the traditional custodians of the land and pay respects to Elders past and present. I also acknowledge all the Aboriginal and Torres Strait Islander staff working with NSW Government at this time.

Please consider the environment before printing this email.

OFFICIAL

From: Scott Gartrell
Sent: Monday, April 10, 2023 1:31 PM
To: Ross Neilson <Ross.Neilson@minister.nsw.gov.au>; Jessika Loefstedt <Jessika.Loefstedt@minister.nsw.gov.au>
Subject: FW: Final Draft ToR's

FYI only. Not really useful today, but some good background.

Kind regards

Scott Gartrell
Chief of Staff
NSW Minister for Transport
[redacted]

From: Peter Regan <Peter.Regan@transport.nsw.gov.au>
Sent: Monday, 10 April 2023 1:20 PM
To: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Subject: Re: Final Draft ToR's

Yes all good.

Not sure if you still need but attached is an outline of potential broader placemaking / housing narrative.

Cheers
Peter

From: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Date: Monday, 10 April 2023 at 12:54 pm
To: Peter Regan <Peter.Regan@transport.nsw.gov.au>
Subject: RE: Final Draft ToR's

CAUTION: This email is sent from an external source. Do not click any links or open attachments unless you recognise the sender and know the content is safe.

Thanks Peter. We did delete a couple of your additions but I'm comfortable that they are captured in the existing words.

Kind regards

Scott Gartrell
Chief of Staff
NSW Minister for Transport
[redacted]

From: Peter Regan <Peter.Regan@transport.nsw.gov.au>
Sent: Monday, 10 April 2023 12:46 PM
To: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Subject: Re: Final Draft ToR's

Thanks for visibility Scott, no further comments from me.

From: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Date: Monday, 10 April 2023 at 11:34 am
To: Peter Regan <Peter.Regan@transport.nsw.gov.au>
Subject: Final Draft ToR's

CAUTION: This email is sent from an external source. Do not click any links or open attachments unless you recognise the sender and know the content is safe.

Hi Peter
See attached the final version.

Kind regards

Scott Gartrell
Chief of Staff
NSW Minister for Transport
[redacted]

This email is intended only for the addressee and may contain confidential information. If you receive this email in error please delete it and any attachments and notify the sender immediately by reply email. Transport for NSW takes all care to ensure that attachments are free from viruses or other defects. Transport for NSW assume no liability for any loss, damage or other consequences which may arise from opening or using an attachment.

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DRAFT

Sydney Metro development since 2012.

Metro North West was procured between 2012-14. Operations commenced mid 2019.

- Budget $8.3 billion.
- 36 km of Metro, 13 Stations

Metro today

- Metro North West operations continue with high reliability, high customer satisfaction.
- 3 further Metros under construction – Metro City and South West, Metro Western Sydney Airport, Metro West
- Overall development budget of $60 billion.
- By 2030, 113km automated Metros with 46 Stations

Further extensions being explored

- Business Case currently underway for potential extension of Metro WSA to Leppington / Glenfield
- Government has announced intent to undertaken business case for Metro WSA extension from St Marys to Schofields/Tallawong (to meet up with Metro NW), and to work with Federal Government on extension south from Aerotropolis to Macarthur / Campbelltown.
- Opportunities also exist to extend Metro West into high density housing areas in South Eastern Sydney, improving connectivity and employment opportunities

Broader opportunities lie ahead

- Metro is much more than a high capacity, high reliability railway
- It creates unique opportunities to develop great places – places that improve public life, create jobs and economic activity, and most importantly, make a major contribution to providing substantial uplift in housing.
- Metro, with its high capacity infrastructure and central locations and rapid connectivity, is the perfect place to support well designed housing development that include a diverse mix of housing opportunities – including housing for key workers, build to rent schemes, and affordable housing – in attractive, well activated precincts that offer rapid connections to jobs and education opportunities
- While Metro has already supported significant increases in housing (and other economic activity generating property and placemaking outcomes) across its precincts in the North West and the upcoming City section of the Metro City and South West, housing potential has not been maximised in all areas.
- Metro could be ask to look, in conjunction with other relevant Govt agencies / depts (eg: Landcom, Planning and Places etc) and local govt, at opportunities to increase density around prime housing sites at cherrybrook, north Sydney and Sydenham
- Most importantly, there are incredible opportunities to consider increased housing and placemaking outcomes around the Metro stations across the city shaping Metro West project – at Westmead, Parramatta, Sydney Olympic Park, Burwood North, Five Dock, the Bays and Pyrmont.
- The opportunity to achieve these outcomes is now, before the design and construction arrangements is locked in over the next 18-24 months.

Tina Flaskas

From: Scott Gartrell
Sent: Tuesday, 12 September 2023 1:30 PM
To: Anne Purcell
Subject: FW: Sydney Metro Review - Draft ToRs
Attachments: Sydney Metro Review - Terms of Reference - DRAFT 4 - 11am 10 April 2023 - Clean.docx; Sydney Metro Review - Terms of Reference - DRAFT 4 - 11am 10 April 2023 - Track Changes.docx

OFFICIAL

10

Kind regards

Scott Gartrell
Chief of Staff

Office of the Hon Jo Haylen MP
Minister for Transport

[redacted] **E** scott.gartrell@minister.nsw.gov.au

nsw.gov.au

52 Martin Place
Sydney NSW 2000

NSW GOVERNMENT

I acknowledge the traditional custodians of the land and pay respects to Elders past and present. I also acknowledge all the Aboriginal and Torres Strait Islander staff working with NSW Government at this time.

Please consider the environment before printing this email.

OFFICIAL

From: [redacted]
Sent: Monday, April 10, 2023 11:29 AM
To: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Subject: RE: Sydney Metro Review - Draft ToRs

Scott

Thanks for the feedback and updates. Final clean and tracked versions attached. In terms of Peter's comments I have taken most on, with the exception of:

1. Reference to containing Metro West scope considerations to cost and time – these are important but it should not be limited to that

2. Reference to the board under governance. I think you can assure Peter that the Board is in scope for that, but referencing them places an overemphasis on them in my view
3. Reference to entity structure has been integrated into the governance arrangements, rather than a separate bullet point
4. I have made changes to the Clause 6 to tighten it up (a bit loaded in tone ion Peter's version)

[redacted]

Regards
[redacted]

From: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Sent: Monday, April 10, 2023 9:10 AM
To: [redacted]
Subject: RE: Sydney Metro Review - Draft ToRs

Hi [redacted]
See attached current version, with new introduction and a number of changes from Peter Regan. Could you work on this version with your amendments? Apologies for the multiple emails.

Kind regards

Scott Gartrell
Chief of Staff
NSW Minister for Transport
[redacted]

From: [redacted]
Sent: Monday, 10 April 2023 8:09 AM
To: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Subject: RE: Sydney Metro Review - Draft ToRs

Hello Scott

Thank you for the opportunity to join the call yesterday. As requested, attached are my suggested changes based on the conversations around timing. I've included a track changes as well as a clean version.

I'm available today to discuss and update further if necessary.

Talk soon.

Kind regards
[redacted]

From: [redacted]
Sent: Saturday, April 8, 2023 6:30 PM
To: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Subject: Re: Sydney Metro Review - Draft ToRs

Thanks. Talk to you around 9am. Kind regards, [redacted]

Get Outlook for iOS

From: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Sent: Saturday, April 8, 2023 5:34:32 PM
To: [redacted]
Subject: RE: Sydney Metro Review - Draft ToRs

[redacted]

Many thanks. Might call around 9 tomorrow morning if that suits. Yes, very happy to do that.

Kind regards

Scott Gartrell
Chief of Staff
NSW Minister for Transport
[redacted]

From: [redacted]
Sent: Saturday, 8 April 2023 5:26 PM
To: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Subject: Sydney Metro Review - Draft ToRs

Hello Scott

As discussed, draft ToRs are attached. Happy to discuss this evening or in the morning, and update as required.

Separately, I would like to continue you the discussion about the pros/cons of my involvement in this. I went the best outcome for government and the projects.

Talk soon.

Kind regards
[redacted]

DRAFT (Version ~~1~~ 4 – 11am~~5pm~~ ~~8~~ 10 April 2023)

Terms of Reference

Independent Review into the activities of Sydney Metro

1. Introduction

Sydney Metro is a transformative program of policy and investment with the capacity to improve travel in Sydney by creating a metro network of reliable turn-up-and-go services with fully accessible stations.

It has the potential to enhance public spaces with vibrant transport precincts and act as a catalyst for urban renewal and better connections. Sydney Metro can help to create and support new communities, improve amenity and deliver new integrated station developments.

Sydney Metro is one of many transit modes in Sydney's public transport system. It needs to be fully integrated with other modes, including heavy rail, bus connections, active transport or roads. Interoperability with the broader transport network is key to its success.

Improved services for passengers should always be the first principle of decision-making around large transport infrastructure developments. Decisions should not be based on a preference for one mode over another, but rather with a view to what will achieve the best outcomes for the traveling public and the people who work in the public transport network.

Sydney Metro also needs to be delivered in a cost-effective way. Taxpayers should have confidence they are getting the best value for money.

This review into Sydney Metro is designed to achieve these goals. It will examine value for money, delivery models, governance and passenger impact. It will thoroughly evaluate the delivery of Sydney Metro to date, the current state of progress against delivery targets and make recommendations for getting the maximum value out of the project and better integrating it with the wider network.

This review will be undertaken with a view to determining how to deliver a fully integrated, safe, accessible and reliable public transport system, not just a Sydney Metro.

2. Independent Review

The review into the activities of Sydney Metro will:

1. Review the program schedule and cost to complete each Sydney Metro project currently in delivery, including consideration of:
   1.1. the assumptions, risks and contingencies within each program schedule, including the risks against current public dates for completion; and
   1.2. the assumptions, risks and contingencies within current project estimates and budgets.
2. For the Sydney Metro City & South West project, taking account of the current status of delivery, assess:

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2.1. the adequacy of the operational readiness arrangements (across Sydney Metro, Transport for NSW and Sydney/NSW Trains) for the commencement of services from Chatswood to Sydenham; ~~and~~

2.2. the current and potential alternative plans for the completion of the project between Sydenham and Bankstown, including potential impacts on existing customers and implications for Sydney Trains arising from the temporary closures of the line; and~~.~~

~~2.2.~~2.3. t~~T~~he effectiveness of plans in place to maximise positive customer and service opportunities across the broader transport network upon commencement of Sydney Metro services from Chatswood to Sydenham and on to Bankstown.

3. For the Sydney Metro West project, taking account of the current status of approvals, ~~construction and~~ delivery contract procurement and construction, assess:

3.1. whether any adjustments to scope should be considered to improve customer and community outcomes from the project ~~(taking into account likely schedule and cost impacts)~~; and

3.2. the current and alternative plans for the procurement of the remaining delivery contracts, including market appetite and extent to which lessons have been learnt from previous Sydney Metro and other mega projects.

4. Assess the adequacy of the Sydney Metro organisation's governance ~~(including the role of the Sydney Metro Board)~~, oversight, resourcing arrangements and project delivery practices, including:

4.1. the development and implementation of strategy;

4.2. the effectiveness of current governance arrangements and entity structure for the planning, procurement and delivery of projects;

4.3. safety, project and risk management, and community and stakeholder engagement; and

~~the extent to which employment and resourcing constraints/arrangements (including decision rights between Sydney Metro and Transport for NSW) are appropriate for the statutory functions and responsibilities of Sydney Metro~~

reporting and accountability arrangements with Transport for NSW and NSW Treasury.

~~Appropriateness of entity structure~~

4.4.

5. Consider the adequacy of arrangements between Sydney Metro (and its contracted operators), Transport for NSW (and its contracted operators) and Sydney/NSW Trains to deliver integrated transport services as projects are completed and transition into operation, and the role of Sydney Metro in building the resilience of Sydney's transport network into the future.

6. Assess the extent to which broader benefits realisation from Sydney Metro is being ~~impacted~~achieved, including:

6.1. ~~Risks where~~the effectiveness of arrangements between Sydney Metro ~~is relying on~~and other NSW Government agencies; and ~~to deliver outcomes before Metro benefits can be realised, including planning approvals and rezoning, (such as precinct development activities at The Bays Precinct on Metro West, or the Orchard Hills / Aerotropolis city/town centre development on Metro WSA)~~

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~~5.~~6.2. oOpportunities ~~for~~where Sydney Metro ~~can~~could make a stronger contributeion to delivering broader government social / economic objectives ~~(eg: diverse housing outcomes etc)~~ .

The review will provide advice in two stages, with:

1. Initial findings and recommendations to support the 2023-24 NSW State budget processes
2. Final findings and recommendations to be targeted for October 2023, or later in 2023 if additional time is considered necessary.

~~1. Initial findings and recommendations to be provided by 30 June 2023~~

~~2. Final findings and recommendations to be provided by xx yyyy 2023~~

The review will have regard to, but not be limited by information available from Sydney Metro, Transport for NSW, Infrastructure NSW Gateway and Deep Dive Reviews and other key stakeholders in NSW Government and industry.

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DRAFT (Version 4 – 11am 10 April 2023)

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This review into Sydney Metro is designed to achieve these goals. It will examine value for money, delivery models, governance and passenger impact. It will thoroughly evaluate the delivery of Sydney Metro to date, the current state of progress against delivery targets and make recommendations for getting the maximum value out of the project and better integrating it with the wider network.

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   - 2.1. the adequacy of the operational readiness arrangements (across Sydney Metro, Transport for NSW and Sydney/NSW Trains) for the commencement of services from Chatswood to Sydenham;

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   4.3. safety, project and risk management, and community and stakeholder engagement; and

   4.4. reporting and accountability arrangements with Transport for NSW and NSW Treasury.

5. Consider the adequacy of arrangements between Sydney Metro (and its contracted operators), Transport for NSW (and its contracted operators) and Sydney/NSW Trains to deliver integrated transport services as projects are completed and transition into operation, and the role of Sydney Metro in building the resilience of Sydney's transport network into the future.

6. Assess the extent to which broader benefits realisation from Sydney Metro is being achieved, including:

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Tina Flaskas

From: Scott Gartrell
Sent: Tuesday, 12 September 2023 1:31 PM
To: Anne Purcell
Subject: FW: Metro Terms of Reference
Attachments: Metro Terms of Reference - Final.docx

OFFICIAL

Kind regards

Scott Gartrell
Chief of Staff

Office of the Hon Jo Haylen MP
Minister for Transport

[redacted] **E** scott.gartrell@minister.nsw.gov.au

nsw.gov.au

52 Martin Place
Sydney NSW 2000

I acknowledge the traditional custodians of the land and pay respects to Elders past and present. I also acknowledge all the Aboriginal and Torres Strait Islander staff working with NSW Government at this time.

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From: Scott Gartrell
Sent: Wednesday, April 12, 2023 11:14 AM
To: mct@dpc.nsw.gov.au
Subject: Metro Terms of Reference

Here tis

Kind regards

Scott Gartrell
Chief of Staff
NSW Minister for Transport
[redacted]

DRAFT (Version 4 – 11am 10 April 2023)

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6. Assess the extent to which broader benefits realisation from Sydney Metro is being achieved, including:

   6.1. the effectiveness of arrangements between Sydney Metro and other NSW Government agencies; and

   6.2. opportunities where Sydney Metro could make a stronger contribution to delivering broader government social / economic objectives.

[redacted]

1. Initial findings and recommendations to support the 2023-24 NSW State budget processes

2. Final findings and recommendations to be targeted for October 2023, or later in 2023 if additional time is considered necessary.

The review will have regard to, but not be limited by information available from Sydney Metro, Transport for NSW, Infrastructure NSW Gateway and Deep Dive Reviews and other key stakeholders in NSW Government and industry.

Tina Flaskas

From: Scott Gartrell
Sent: Tuesday, 12 September 2023 1:31 PM
To: Anne Purcell
Subject: FW: Metro review

OFFICIAL

12

Kind regards

Scott Gartrell
Chief of Staff

Office of the Hon Jo Haylen MP
Minister for Transport

[redacted] **E** scott.gartrell@minister.nsw.gov.au

nsw.gov.au

52 Martin Place
Sydney NSW 2000

NSW GOVERNMENT

I acknowledge the traditional custodians of the land and pay respects to Elders past and present. I also acknowledge all the Aboriginal and Torres Strait Islander staff working with NSW Government at this time.

Please consider the environment before printing this email.

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From: Amanda Yeates <amanda@suncentralmaroochydore.com.au>
Sent: Wednesday, April 12, 2023 3:35 PM
To: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>; Jessika Loefstedt <Jessika.Loefstedt@minister.nsw.gov.au>
Subject: RE: Metro review

Sure can Scott

Amanda Yeates
CHIEF EXECUTIVE OFFICER
SUNCENTRAL MAROOCHYDORE P/L

Suite G, 1st Floor, Plaza Links
5 Plaza Parade, Maroochydore, QLD Australia, 4558
PO Box 1458, Maroochydore, QLD Australia, 4558

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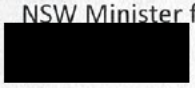
From: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Sent: Wednesday, 12 April 2023 2:13 PM
To: Jessika Loefstedt <Jessika.Loefstedt@minister.nsw.gov.au>; Amanda Yeates <amanda@suncentralmaroochydore.com.au>
Subject: RE: Metro review

Very happy to have you on board Amanda. Can you also leave time on Monday to meet with Metro CEO, Peter Regan, just to get your engagement sorted out. Will be from 10am

Kind regards

Scott Gartrell
Chief of Staff
NSW Minister for Transport



From: Jessika Loefstedt <Jessika.Loefstedt@minister.nsw.gov.au>
Sent: Wednesday, 12 April 2023 1:48 PM
To: Amanda Yeates <amanda@suncentralmaroochydore.com.au>
Cc: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Subject: RE: Metro review

Hi Amanda,

Many thanks for this. Further to our text exchange, we now look like we're locked in for a press conference @12.30pm tomorrow in Sydney.

If you can please come to our office on Level 18 on 52 Martin Place, and we can do a pre-briefing with the minister here. We also have a private office which you can work out of if/as needed on the day.

The Minister would also like to get together with you, Mike Mrdak and Peter Regan on Monday in Sydney. We would like to do to that at 9.30am on Monday, and would very much appreciate if you could accommodate that - it will be a great opportunity for you, Mike and Peter to meet and kick off the process.

Please confirm if that's all doable from your end.

Many thanks.

From: Amanda Yeates <amanda@suncentralmaroochydore.com.au>
Sent: Wednesday, 12 April 2023 12:16 PM
To: Jessika Loefstedt <Jessika.Loefstedt@minister.nsw.gov.au>
Cc: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Subject: RE: Metro review

Thanks Jessika

Please find attached an updated CV. On the media conference, I have meetings tomorrow 1pm-3pm that I can do via Teams. There is a flight that gets me to Sydney airport at 9.05 am- so between 10 and 1 and should be fine.

Amanda Yeates
CHIEF EXECUTIVE OFFICER
SUNCENTRAL MAROOCHYDORE P/L

Suite G, 1st Floor, Plaza Links
5 Plaza Parade, Maroochydore, QLD Australia, 4558
PO Box 1458, Maroochydore, QLD Australia, 4558
[redacted]

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From: Jessika Loefstedt <Jessika.Loefstedt@minister.nsw.gov.au>
Sent: Wednesday, 12 April 2023 9:19 AM
To: Amanda Yeates <amanda@suncentralmaroochydore.com.au>
Cc: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Subject: RE: Metro review

Hi Amanda,

Lovely to speak earlier – looking forward to getting you revised CV this morning. If you can send it to both Scott and I, that would be great.

Thanks again for your help with this.

Many thanks.

From: Amanda Yeates <amanda@suncentralmaroochydore.com.au>
Sent: Tuesday, 11 April 2023 9:04 PM

To: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Subject: CV

Evening Scott

Attached as discussed is my CV. It was current as at 2022- I have not updated to reflect my current role. I will do that over the coming days and resend.

Amanda Yeates

CHIEF EXECUTIVE OFFICER
SUNCENTRAL MAROOCHYDORE P/L

Suite G, 1st Floor, Plaza Links
5 Plaza Parade, Maroochydore, QLD Australia, 4558

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[redacted]

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NSW GOVERNMENT

Disclosure Summary[1]

Minister for Transport

For the period of 27 March 2023 to 30 June 2023

Date	Organisation/Individual[2]	Purpose of Meeting
30/3/23	Carolyn Walsh	Sydney Trains Independent Panel Review
3/4/23	Carolyn Walsh	Sydney Trains Independent Panel Review
4/4/23	Josh Murray	Transport Portfolio Discussion
17/4/23	Alex Claassen	New Intercity Fleet
17/4/23	Mike Mrdak & Amanda Yeates	Sydney Metro Review
27/4/23	TMU	Bus Taskforce
27/4/23	RTBU	Bus Taskforce
27/4/23	BusNSW: Matt Threlkheld	Bus Taskforce (phone meeting)
27/4/23	NCOSS CEO: Joanna Quilty	Bus Taskforce (phone meeting)
2/5/23	Rail Reviewers (Carolyn Walsh, Peter Medlock, Arthur Smith)	Sydney Trains Review
12/5/23	Treasurer, Minister Graham & Transport Union Leaders	New Government Approach to Transport Awards Negotiation

[1] This table shows scheduled meetings (including a scheduled meeting that takes place in person, or by teleconference or telephone call) held by the Minister with external persons who seek to influence government policy or decisions. It does not include internal meetings held by Ministers with other Ministers, ministerial staff, Parliamentarians or government officials (whether from NSW, or other Australian jurisdictions, or foreign governments), or strictly personal, electorate or party political meetings. It does not include attendance at public or social functions or events. Information (such as that above) will not be disclosed about meetings where there is an overriding public interest against disclosure under the *Government Information (Public Access) Act 2009* (for example, where the information is market sensitive or commercial-in-confidence).

[2] This column records organisation names unless an individual attends a meeting in a personal capacity and does not represent any organisation, in which case the individual's name should be recorded. Where a third-party lobbyist is present at a scheduled meeting, this column includes the name of the third-party lobbying firm, any of their personnel present at the meeting and the name of the client on whose behalf the third-party lobbyist is lobbying.

Date	Organisation/Individual[2]	Purpose of Meeting
15/5/23	Bicycle NSW	Active Transport Project
16/5/23	Australian Railway Association	Rail Sector Funding
18/5/23	Mike Mrdak & Amanda Yeates	Sydney Metro & Sydney Trains Review
23/5/23	Allen Hicks ETU	Sydney Metro
29/5/23	Better Streets Coalition	Cities Active Transport
29/5/23	Sydney Airport Corporation	Various issues regarding aviation in NSW
30/5/23	NSW Taxi Council	Point to Point Sector Issues
30/5/23	John Lee and Marjorie O'Neill	Bus Taskforce
6/6/23	Roads Australia with Minister Graham	Portfolio matters – Roads
6/6/23	Vision Australia	Expansion of the Taxi Transport Subsidy Scheme to the Rideshare Sector
6/6/23	Mike Mrdak & Amanda Yeates	Sydney Metro Review
13/6/23	Spinal Cord Injuries Australia	Wheelchair Accessible Taxi Service
13/6/23	Amy Gillet Foundation	Cities Active Transport
14/6/23	Dale Connor & Jay Pleass Lendlease Australia	Circular Quay Renewal and Sydney Metro Projects
15/6/23	Rail Unions	Rail Union – major change
15/6/23	Consulate-General of the Republic of Korea in Sydney	Courtesy call, discussing NSW/ROK relations
21/6/23	NRMA Group	Introductory meeting and briefing on NRMA Marine's ferry operations and services
22/6/23	Paul Garrett	Sydney Ferries
26/6/23	Professionals Australia	Engineering capacity issues in transport cluster
26/6/23	TWU	Bus Industry Reform
26/6/23	Western Sydney University	Introduction meeting and how University can support NSW Government

Jocelyn Mouawad

Subject:	Progress Update: Mike Mrdak & Amanda Yeates
Location:	SE, LVL 18, 52MP
Start:	Thu 18/05/2023 9:00 AM
End:	Thu 18/05/2023 10:00 AM
Recurrence:	(none)
Meeting Status:	Meeting organizer
Organizer:	Jo Haylen
Required Attendees:	Jessika Loefstedt

Both Mike and Amanda are confirmed. They are aware this meeting subject is Progress Update with a focus on South West options and Board configuration.

Cathy

Jocelyn Mouawad

Subject:	Sydney Metro Reviewers
Location:	SE, Lvl 18, 52 MP
Start:	Tue 6/06/2023 4:30 PM
End:	Tue 6/06/2023 6:00 PM
Recurrence:	(none)
Meeting Status:	Meeting organizer
Organizer:	Jo Haylen

Jocelyn Mouawad

Subject:	Sydney Metro Review Interim Findings
Location:	Parliament House, Room 8.07
Start:	Tue 27/06/2023 3:00 PM
End:	Tue 27/06/2023 4:00 PM
Recurrence:	(none)
Meeting Status:	Meeting organizer
Organizer:	Jo Haylen
Required Attendees:	Scott Gartrell

Attendees:

Minister Haylen
Scott Gartrell
Mike Mrdak
Amanda Yeates
Peter Regan
Josh Watkin

Jocelyn Mouawad

Subject:	Media: Sydney Metro Review Update
Location:	Sydenham Railway Station (Gleeson Avenue, Sydney New South Wales 2044, Australia)
Start:	Tue 1/08/2023 7:40 AM
End:	Tue 1/08/2023 8:55 AM
Recurrence:	(none)
Meeting Status:	Meeting organizer
Organizer:	Jo Haylen
Categories:	Media

Jocelyn Mouawad

Subject:	TEAMS MEETING: Mike Mrdak and Amanda Yates - co authors Sydney Metro Review
Location:	52MP Minns Boardroom
Start:	Tue 8/08/2023 4:30 PM
End:	Tue 8/08/2023 5:00 PM
Recurrence:	(none)
Meeting Status:	Accepted
Organizer:	Chris Minns
Required Attendees:	Guy Ragen; Jo Haylen; Scott Gartrell
Optional Attendees:	Edward Ovadia; James Cullen; Camden Gilchrist

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Microsoft Teams meeting

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Alternate VTC instructions

Or call in (audio only)
+61 2 8318 0090,,825372299# Australia, Sydney
Phone Conference ID: 825 372 299#
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Jocelyn Mouawad

Subject:	Meet with Mike Mrdak and Amanda Yeates Sydney Metro Independent Review - Presentation of final report
Location:	Minister's Office, Parliament House
Start:	Thu 14/09/2023 2:00 PM
End:	Thu 14/09/2023 3:00 PM
Recurrence:	(none)
Meeting Status:	Meeting organizer
Organizer:	Jo Haylen
Required Attendees:	Scott Gartrell; Mat Howard

Jocelyn Mouawad

Subject:	Meet with Mike Mrdak and Amanda Yeates Sydney Metro Independent Review - Presentation of final report
Location:	Minister's Office, Parliament House
Start:	Thu 14/09/2023 2:00 PM
End:	Thu 14/09/2023 3:00 PM
Recurrence:	(none)
Meeting Status:	Meeting organizer
Organizer:	Jo Haylen
Required Attendees:	Scott Gartrell; Mat Howard

Tina Flaskas

From: Scott Gartrell
Sent: Monday, 18 September 2023 4:52 PM
To: Anne Purcell
Subject: FW: Final Draft ToR's
Attachments: Sydney Metro Review - Terms of Reference - DRAFT 4 - 11am 10 April 2023.docx

OFFICIAL

15

Kind regards

Scott Gartrell
Chief of Staff

Office of the Hon Jo Haylen MP
Minister for Transport

[redacted] **E** scott.gartrell@minister.nsw.gov.au

nsw.gov.au

52 Martin Place
Sydney NSW 2000

NSW GOVERNMENT

I acknowledge the traditional custodians of the land and pay respects to Elders past and present. I also acknowledge all the Aboriginal and Torres Strait Islander staff working with NSW Government at this time.

Please consider the environment before printing this email.

OFFICIAL

From: Scott Gartrell
Sent: Monday, April 10, 2023 11:34 AM
To: peter.regan@transport.nsw.gov.au
Subject: Final Draft ToR's

Hi Peter
See attached the final version.

Kind regards

Scott Gartrell
Chief of Staff
NSW Minister for Transport

[redacted]

DRAFT (Version 4 – 11am 10 April 2023)

Terms of Reference

Independent Review into the activities of Sydney Metro

1. Introduction

Sydney Metro is a transformative program of policy and investment with the capacity to improve travel in Sydney by creating a metro network of reliable turn-up-and-go services with fully accessible stations.

It has the potential to enhance public spaces with vibrant transport precincts and act as a catalyst for urban renewal and better connections. Sydney Metro can help to create and support new communities, improve amenity and deliver new integrated station developments.

Sydney Metro is one of many transit modes in Sydney's public transport system. It needs to be fully integrated with other modes, including heavy rail, bus connections, active transport or roads. Interoperability with the broader transport network is key to its success.

Improved services for passengers should always be the first principle of decision-making around large transport infrastructure developments. Decisions should not be based on a preference for one mode over another, but rather with a view to what will achieve the best outcomes for the traveling public and the people who work in the public transport network.

Sydney Metro also needs to be delivered in a cost-effective way. Taxpayers should have confidence they are getting the best value for money.

This review into Sydney Metro is designed to achieve these goals. It will examine value for money, delivery models, governance and passenger impact. It will thoroughly evaluate the delivery of Sydney Metro to date, the current state of progress against delivery targets and make recommendations for getting the maximum value out of the project and better integrating it with the wider network.

This review will be undertaken with a view to determining how to deliver a fully integrated, safe, accessible and reliable public transport system, not just a Sydney Metro.

2. Independent Review

The review into the activities of Sydney Metro will:

1. Review the program schedule and cost to complete each Sydney Metro project currently in delivery, including consideration of:
   1.1. the assumptions, risks and contingencies within each program schedule, including the risks against current public dates for completion; and
   1.2. the assumptions, risks and contingencies within current project estimates and budgets.

2. For the Sydney Metro City & South West project, taking account of the current status of delivery, assess:
   2.1. the adequacy of the operational readiness arrangements (across Sydney Metro, Transport for NSW and Sydney/NSW Trains) for the commencement of services from Chatswood to Sydenham;

2.2. the current and potential alternative plans for the completion of the project between Sydenham and Bankstown, including potential impacts on existing customers and implications for Sydney Trains arising from the temporary closures of the line; and

2.3. the effectiveness of plans in place to maximise positive customer and service opportunities across the broader transport network upon commencement of Sydney Metro services from Chatswood to Sydenham and on to Bankstown.

3. For the Sydney Metro West project, taking account of the current status of approvals, delivery contract procurement and construction, assess:

   3.1. whether any adjustments to scope should be considered to improve customer and community outcomes from the project; and

   3.2. the current and alternative plans for the procurement of the remaining delivery contracts, including market appetite and extent to which lessons have been learnt from previous Sydney Metro and other mega projects.

4. Assess the adequacy of the Sydney Metro organisation's governance, oversight, resourcing arrangements and project delivery practices, including:

   4.1. the development and implementation of strategy;

   4.2. the effectiveness of current governance arrangements and entity structure for the planning, procurement and delivery of projects;

   4.3. safety, project and risk management, and community and stakeholder engagement; and

   4.4. reporting and accountability arrangements with Transport for NSW and NSW Treasury.

5. Consider the adequacy of arrangements between Sydney Metro (and its contracted operators), Transport for NSW (and its contracted operators) and Sydney/NSW Trains to deliver integrated transport services as projects are completed and transition into operation, and the role of Sydney Metro in building the resilience of Sydney's transport network into the future.

6. Assess the extent to which broader benefits realisation from Sydney Metro is being achieved, including:

   6.1. the effectiveness of arrangements between Sydney Metro and other NSW Government agencies; and

   6.2. opportunities where Sydney Metro could make a stronger contribution to delivering broader government social / economic objectives.

The review will provide advice in two stages, with:

1. Initial findings and recommendations to support the 2023-24 NSW State budget processes
2. Final findings and recommendations to be targeted for October 2023, or later in 2023 if additional time is considered necessary.

The review will have regard to, but not be limited by information available from Sydney Metro, Transport for NSW, Infrastructure NSW Gateway and Deep Dive Reviews and other key stakeholders in NSW Government and industry.